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DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA ʻOIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KEʻENA HOʻOLANA ʻENEHANA*

P.O. BOX 119, HONOLULU, HAWAII 96810-0119

April 17, 2026

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawaiʻi 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawaiʻi 96813

Aloha Senate President Kouchi, Speaker Nakamura, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation (IV&V) reports to the Legislature within 10 days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State of Hawaiʻi, Department of Attorney General (AG), Child Enforcement Agency (CSEA) KEIKI Replatform Off Mainframe (KROM) Project for February 2026.

In accordance with HRS section 93-16, this report may be viewed electronically at http://ets.hawaii.gov (see "Reports").

Sincerely,

Christine M. Sakuda
Chief Information Officer
State of Hawaiʻi

Attachments (2)

CSEA OF HAWAII
DEPARTMENT OF THE ATTORNEY GENERAL (AG)
CHILD SUPPORT ENFORCEMENT AGENCY (CSEA)

KEIKI Replatform Off Mainframe (KROM) Project

MONTHLY IV&V REVIEW REPORT

February 27, 2026 | Version 0.1

ACCUITY

Table of Contents

Document History

DATE	DESCRIPTION	AUTHOR	VERSION
03/01/26	Monthly IV&V Review Report Draft created	Dawn Rose	0.0
04/13/26	Monthly IV&V Review Report Final created	Dawn Rose	0.1

BACKGROUND

The CSEA of Hawaii (CSEA), Department of Attorney General (AG), Child Support Enforcement Agency (CSEA) contracted Protech Solutions, Inc. (Protech) on October 2, 2023, to replatform the KEIKI System and provide ongoing operations support. Protech has subcontracted One Advanced and DataHouse to perform specific project tasks related to code migration, replatforming services, and testing. The agreement with DataHouse was terminated in February 2025. The Department of AG contracted Accuity LLP (Accuity) to provide Independent Verification and Validation (IV&V) services for the project. In November 2025, Accuity joined the Crete Professional Alliance (Crete). "Accuity" now operates under two entities Accuity LLP – a licensed CPA firm providing attest services and Accuity Advisors – offering tax and business consulting (not a CPA firm). Both work together under the Accuity brand in an alternative practice structure, following AICPA standards and applicable laws.

Our initial assessment of project health was provided in the first Monthly IV&V Review Report as of October 31, 2023. Monthly IV&V review reports will be issued through February 2026 and build upon the initial report to continually update and evaluate project progress and performance.

Our IV&V Assessment Areas include People, Process, and Technology. The IV&V Dashboard and IV&V Summary provide a quick visual and narrative snapshot of both the project status and project assessment as of February 27, 2025. Ratings are provided monthly for each IV&V Assessment Area (refer to Appendix A: IV&V Criticality and Severity Ratings). The overall rating is assigned based on the criticality ratings of the IV&V Assessment Categories and the severity ratings of the underlying observations.

TEAMWORK

"Success is almost totally dependent upon drive and persistence. The extra effort required to make another effort or try another approach is the secret of winning."

– Denis Waitley

"If you take out the team in teamwork, it's just work. Now who says that?"

- Matthew Woodring Stover

PROJECT ASSESSMENT

FEBRUARY 2026

SUMMARY RATINGS

OVERALL RATING

Y

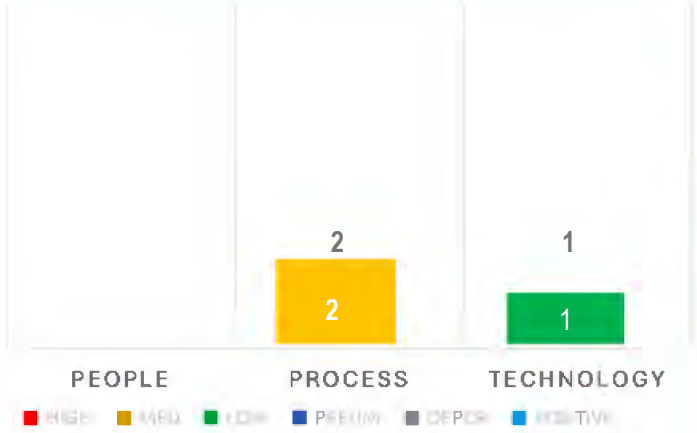
Deficiencies were observed that merit attention. Remediation or risk mitigation should be performed in a timely manner.

PEOPLE	Y
PROCESS	Y
TECHNOLOGY	Y

CRITICALITY RATINGS

R	Y	G	NA
HIGH	MEDIUM	LOW	N/A

IV&V OBSERVATIONS



0	3	0	5
NEW OBSERVATIONS THIS MONTH	OPEN OBSERVATIONS TOTAL	CLOSED OBSERVATIONS THIS MONTH	OPEN RECOMMENDATIONS TOTAL

PROJECT BUDGET *

* Only includes contracts. IV&V is unable to validate total budget.

PROJECT PROGRESS

(Percent of the weighted duration of total tasks)

** IV&V is unable to validate the progress percentage of the schedule as it does not include all project activities.

KEY PROGRESS & RISKS

Key Progress:

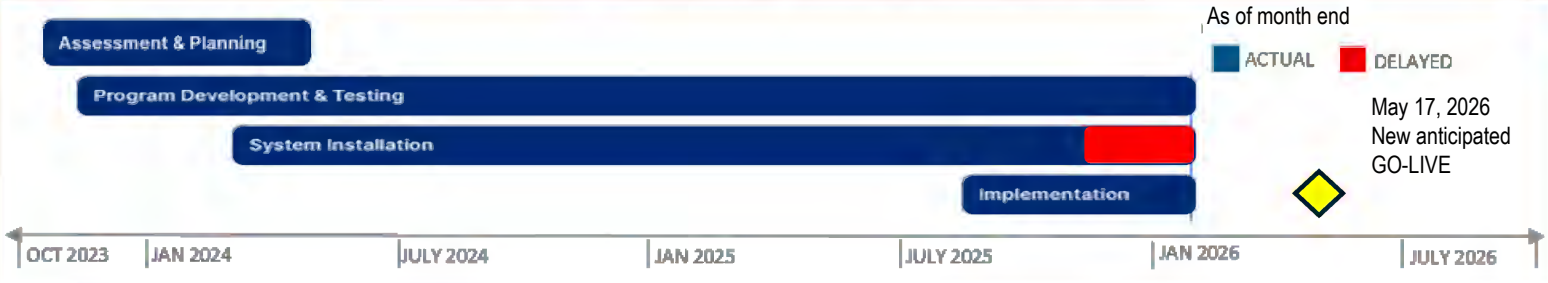
- The project is reported at 89% overall completion, with Acceptance Testing at 90% and execution at 81%, reflecting continued advancement of UAT.
- Defect resolution efforts progressed, with 184 defects completed and 21 removed. As of February 25, 2026, 63 UAT functional defects are still open, with 43 test cases currently blocked, primarily due to interface dependencies.
- Mainframe interface testing advanced, with 21 of 29 JCL/PROCs updated and 14 deployed to UAT/UIR. There were 43 blocked UAT test cases, of which 23 are interface-related. 2 of the 3 open interface defects were resolved in the 2/26 code drop, and CyberFusion file exchanges were successfully validated.

Key Risks:

- The project is still on a delayed trajectory, with Go-Live projected for May 17, 2026, and a CPLI of 0.81, showing a limited recovery margin.
- Acceptance Testing execution is 81% complete, with 63 open UAT functional defects and 43 blocked test cases, 23 of which are interface-related, requiring continued defect resolution and retesting.
- Deliverables #21 (System Test Results Report) and #13 (System Acceptance Test Results) remain incomplete and are on the critical path, directly affecting Go/No-Go readiness.
- Implementation readiness activities, including the Disaster Recovery Plan rewrite and documentation updates, remain in progress and must align with final system stabilization to avoid further schedule compression.

PROJECT SCHEDULE – Current Progress

(See next page for the current agreement and schedule history)



KROM PROJECT SCHEDULE HISTORY

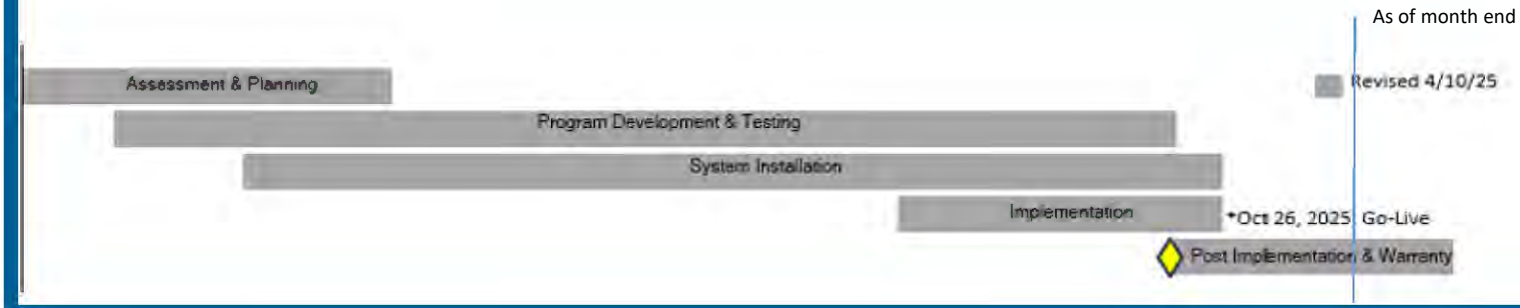
A historical perspective of the three project timelines for the KROM project post kick-off.

1. Project schedule as of DDI Project Management Plan, Deliverable 2 approval on January 8, 2024.
2. Project schedule based on the April 10, 2025, no-cost change request.
3. Project schedule based upon the August 29, 2025, change request PCR-8.

New change request with anticipated May 17th go-live date in progress.

PROJECT SCHEDULE – Approved January 8, 2024, Deliverable 2

PROJECT SCHEDULE – Revised April 10, 2025, Signed Agreement



PROJECT SCHEDULE - Revised August 29, 2025, Change Request PCR-8

DEC	JAN	FEB	IV&V ASSESSMENT AREA	IV&V SUMMARY
Y R	Y	Y	Overall	

Project Schedule: Based on the KEIKI Integrated Project Schedule and supporting status reports dated February 25, 2026, the project is reported to be 89% complete. The schedule shows that Acceptance Testing is approximately 90% complete, with UAT execution activities reported at approximately 81% complete. Execution of the remaining CSEA UAT Test Groups (Groups 2–7) is scheduled to conclude by March 16, 2026, followed by the Final Acceptance Test Cycle, scheduled from March 17 through April 15, 2026.

Despite the high completion percentage, the project is still delayed compared to the original contractual Go-Live date of March 3, 2026. The February 25, 2026, schedule update projects a revised Go-Live milestone of May 17, 2026, being an approximate 10-week extension to the implementation timeline. This variance reflects the concentration of remaining work within schedule-critical activities, including the completion of acceptance testing, the resolution of outstanding defects, and the approval of required testing deliverables.

Schedule performance indicators reported in the February 2026 weekly status reports continue to reflect limited capacity for schedule recovery. The Current Performance Level Index (CPLI) remained at 0.81 and did not change during the final two weeks of February, indicating that the schedule did not show measurable recovery of schedule margin during that period.

The February 25, 2026, critical path report shows that the remaining schedule continues to flow through completion of Acceptance Testing activities and associated deliverables. Specifically, the schedule reflects dependency on completion and approval of the System Test Results Report (Deliverable #21) and the System Acceptance Test Results Report (Deliverable #13), which support the Go/No Go decision milestone scheduled for May 13, 2026, preceding the planned May 17, 2026, Go Live milestone.

Deliverable	Complete %	Due Date	Comments and Status
Deliverable #9 Disaster Recovery Plan	91%	Oct-25	Plan was submitted and the walkthrough meeting was completed. Disaster recovery testing remains in progress, and CSEA is awaiting resubmittal updates reflecting test results and documentation revisions.
Deliverable #12 Knowledge Transfer Plan	15%	Dec-25	Deliverable remains in draft status. ProTech is responsible for completing the initial draft and submitting the document for review.
Deliverable #16 System Administration Manual	67%	Dec-25	Deliverable remains in progress. ProTech is completing remaining system administration documentation required to support operational readiness.
Deliverable #21 System Test Results Report	0%	Dec-25	Not started. Completion of this deliverable is dependent on final system testing results and is required to support the Go/No-Go decision milestone currently scheduled for May 13, 2026.

Project Costs:

As of late February, the project costs remain within the contracted agreement. Protech submitted the UAT realignment CR to CSEA on February 13, 2026, and it was approved by CSEA. They confirmed that these CR requests will be at no cost.

DEC	JAN	FEB	IV&V ASSESSMENT AREA	IV&V SUMMARY
			Overall cont.	**Quality:** Quality performance during the February 2026 reporting period (February 1-25, 2026) continues to be measured through CSEA User Acceptance Testing (UAT) execution and defect resolution activities. As reflected in the February 25, 2026, testing dashboard, a total of 250 UAT defects have been recorded across all statuses, of which 184 defects have been completed and 21 removed, leaving 63 defects currently open. Overall defect severity distribution includes 34 Critical, 12 Major, 185 Normal, and 19 Minor defects. In addition, 43 UAT test cases are still blocked, of which 23 cases are associated with interface execution and data exchange validation activities. Testing execution continues as CSEA completes the remaining UAT Test Groups (Groups 2–7), with execution scheduled to conclude by March 16, 2026, followed by the Final Acceptance Test Cycle scheduled from March 17 through April 15, 2026. Completion of testing activities will support development of the System Test Results Report (Deliverable #21), which is still not started as of the February reporting period and is needed to support the Go/No-Go decision milestone scheduled for May 13, 2026. While testing activities continue to progress, the remaining open defects and blocked test cases show that system stabilization activities are still ongoing during the final phase of Acceptance Testing. **Project Success:** Based on the February 25, 2026, project schedule and status reporting, the KEIKI Replatforming Project continues to show measurable progress toward implementation readiness. The project is reported at 89% overall completion, with Acceptance Testing approximately 90% complete and UAT execution approximately 81% complete. Completion of the remaining CSEA UAT Test Groups (Groups 2–7) and the Final Acceptance Test Cycle, scheduled from March 17 through April 15, 2026, is the primary remaining validation activity needed prior to final implementation readiness. Successful completion of the project still depends on resolving the remaining UAT defects, completing the blocked test scenarios, and completing the required testing deliverables. Completion of the System Test Results Report (Deliverable #21 – 0% complete) and the System Acceptance Test Results Report (Deliverable #13 – 0% complete) will support the Go/No-Go decision milestone scheduled for May 13, 2026, which precedes the planned May 17, 2026, Go-Live milestone. In parallel, completion of key operational readiness artifacts, including updates to the Disaster Recovery Plan (Deliverable #9 – 91% complete) and the System Administration Manual (Deliverable #16 – 67% complete), will support transition to production operations. **Risk Conclusion:** Overall project status is still yellow, reflecting continued progress in testing and implementation readiness, while the schedule continues to run with a limited recovery margin (CPLI 0.81) and still has critical path dependencies through completion of acceptance testing and required testing deliverables.

AUG	SEPT	OCT	IV&V ASSESSMENT	IV&V SUMMARY
DEC	JAN	FEB	IV&V ASSESSMENT AREA	IV&V SUMMARY

YR	Y	Y	People Team, Stakeholders, & Culture	**Team:** Project team resources across CSEA, ProTech, and supporting vendor organizations continued to support UAT execution, defect remediation, and testing coordination activities during the February reporting period. Project team members remained actively engaged in daily defect triage, testing coordination, and interface validation activities needed to support the completion of the remaining CSEA UAT Test Groups (Groups 2-7). Resource participation remained consistent during the reporting period as teams focused on completing testing activities and preparing the required testing documentation necessary to support the upcoming implementation decision milestones. **Stakeholders:** Stakeholder engagement continued through established project governance structures, including weekly status reporting, defect review meetings, and project coordination sessions supporting ongoing testing activities. CSEA functional stakeholders remained actively involved in UAT execution and validation of system functionality through participation in the structured test group execution schedule. Continued coordination between project leadership and participating stakeholders supported monitoring of testing progress, defect remediation activities, schedule alignment coordination, and preparation for the upcoming Go/No-Go decision milestone. **Culture:** Project collaboration and communication across participating organizations remained focused on completing testing activities and resolving remaining system issues during the February reporting period. Teams continued to work within established governance and communication structures to support coordination of testing execution, defect management, and operational readiness activities. As the project progresses into the final phase of acceptance testing, maintaining consistent collaboration and communication across participating teams will remain important to achieving the upcoming implementation readiness milestones. **Risk Summary:** The People risk rating is still **yellow** during the February 2026 reporting period. Core project teams continue to show consistent engagement and coordination to support ongoing UAT execution and defect resolution activities; however, continued reliance on cross-team coordination for interface validation and vendor-dependent issue resolution sustains schedule pressure and limits recovery margin as the project progresses through late-stage testing.

DEC	JAN	FEB	IV&V ASSESSMENT AREA	IV&V SUMMARY
			Process Approach & Execution	

Process:

During the February 2026 reporting period, project process execution stays centered on three tightly coupled workflows:

- CSEA UAT execution
- Defect triage/remediation/validation
- Interface and batch job readiness validation

These workflows are interdependent, and the project's ability to support schedule throughput is currently constrained by blocked scripts, interface dependencies, and the time needed to cycle defects through development, testing, and UAT validation.

As of the February 25, 2026, report, the schedule continues to reflect constrained recovery capacity (CPLI 0.81) and a Go-Live shift to May 17, 2026.

Approach:

The project's execution approach relies on structured test group execution and formal defect management to progress UAT while simultaneously stabilizing interfaces and batch operations. The Weekly Status Report confirms that interface job testing is performed "per the defined process," including verification of prerequisites (e.g., input file availability and settings) before execution.

The February 25, 2026, Weekly Status Report documents continued validation of functional file exchange between KROM and external partners (OCSE, SSA, IRS, DLIR, and so forth), reinforcing that interface readiness is being treated as an active gating process for UAT throughput.

In parallel, the project continues to execute MOU-related interface activities through JCL/PROC updates and retesting of untested jobs identified with defects.

Execution:

Process execution outcomes are visible in measurable constraints and work-in-process. The February 25, 2026, Weekly Status Report shows 43 UAT test cases blocked, of which 23 are interface-related, showing that a material part of the remaining UAT work depends on interface job stability and repeatable execution.

The same report states that interface jobs have 3 open defects, with 2 resolved via the 2/26 code drop and the remaining defect assigned to IBM developers on 2/26; the report further notes that the 2/26 code drop fixes 3 open defects, accounting for 9 blocked test cases, illustrating direct linkage between defect remediation throughput and UAT script unblocking.

DEC	JAN	FEB	IV&V ASSESSMENT AREA	IV&V SUMMARY
			Process Approach & Execution	

Execution:
Interface technical execution also shows discrete progress: 21 of 29 JCL/PROCs have been updated, and 14 updated PROCS have been deployed to UAT/UIR (with added CSEA feedback noted), proving incremental readiness while UAT continues.

- DDI Triage (Unconfirmed): 17 defects
- System Testing: 4 defects
- UAT Validation: 15 defects
- Development: 5 defects
- Confirmed (Queued): 6 defects
- Defects closed this period: 9

CyberFusion file exchange testing is reported as successful in both directions (datasets sent, OCSS receipt acknowledged, response files returned and retrieved by KEIKI from CSEASFTP1), providing evidence that some interface transmission pathways are operational; however, the Weekly Status Report still documents remaining interface blockers requiring further analysis.

Defect workflow execution shows active movement but a persistent backlog. The Weekly Status Report documents 9 defects closed during the period.

The same report shows 4 defects in system testing, 5 in development, 6 confirmed, 17 in DDI triage, and 15 in UAT validation, reflecting a pipeline with multiple handoffs and potential queueing points that can slow stabilization when defects require rework cycles.

In addition, the CSEA dashboard shows 250 total issues across all statuses, with 184 completed and 21 removed, showing that closure is occurring but also confirming a sustained defect volume that requires continued disciplined workflow management.

Finally, governance execution still requires greater rigor. While weekly status reporting, defect triage, and change control activities are clearly in place, traceability across governance artifacts (e.g., schedules, RAID logs, change requests, and testing deliverables) is still inconsistent at this stage of the project. This creates added risk that decisions, constraints, and mitigation actions are not consistently reflected across all authoritative documents, increasing the effort required to confirm completeness and increasing the likelihood of misalignment between reported status and actual readiness.

Risk Conclusion
The risk rating for the process dimension is **yellow** (midline/stable). Process execution is still active, but UAT throughput is constrained by 43 blocked test cases (23 interface-related) and by defect workflow queueing (17 in triage, 15 in UAT validation), while schedule recovery capacity remains limited (CPLI 0.81).

DEC	JAN	FEB	IV&V ASSESSMENT AREA	IV&V SUMMARY
Y	Y	W	Technology System, Data, & Security	As of the end of February 2026, the overall status of technical activity milestones was reported as follows:

KEIKI Technical Milestone Variance & Dependency Summary

Technical Activity / Milestone	Approved Finish	Forecast Finish (Feb)	Variance (Days)	% Complete	Dependency / Impact Summary
System Installation Phase	12/5/2025	4/24/2026	+140	92%	Substantially complete; residual activities prevent full phase closure and remain tied to remaining testing/close-out activities.
System Testing (System Test / SIT)	12/10/2025	3/31/2026	+111	99%	System testing is near complete; formal closure is gated by completion of remaining test activities and results documentation.
KMS: System Integration Testing Complete	11/12/2025	3/3/2026	+111	0%	Key milestone remains open; positioned as a near-term milestone and precedes additional readiness/acceptance activities.
Interface File Transfer Process	12/23/2025	3/3/2026	+ 93	97%	Near-term critical path item; interface readiness continues to constrain end-to-end execution (including UAT blockers tied to interface jobs).
Acceptance Test Phase (UAT)	2/26/2026	5/12/2026	+ 75	90%	Testing execution and defect resolution remain on the critical path through completion and stabilization activities.
Acceptance Testing – Execution	2/26/2026	4/15/2026	+ 48	81%	Execution continues through 4/15/26; constrained by blocked scenarios and ongoing defect/interface resolution cycles.
System Test Results Report (D-21)	12/10/2025	3/31/2026	+111	0%	Not started; required to document results from System Testing and support downstream readiness decisions.
System Acceptance Test Results (D-13)	2/26/2026	5/12/2026	+ 75	0%	Dependent on completion of acceptance test execution and State/CSEA review; scheduled to complete immediately prior to Go/No-Go readiness activities.
Implementation Phase	3/18/2026	5/17/2026	+ 60	67%	Dependent on completion of acceptance results and Go/No-Go readiness; schedule is aligned to the revised May Go-Live target.
Training	2/11/2026	5/15/2026	+ 93 *	31%	Training completion is dependent on updated documentation and stabilized outcomes from UAT/acceptance activities.
Go-Live / Go-No-Go (D-18)	3/3/2026	5/17/2026	+75	0%	Go-Live readiness is dependent on completion of acceptance testing, closure of critical interface issues, and formal readiness certification.

Dependency Impact Summary

Interface File Transfer Process completion is a gating dependency for end-to-end UAT execution and closure of interface-related blocked scenarios. As of the February 25, 2026, reporting period, 23 of 43 blocked UAT test cases are interface-related, and the project continues to work through interface job readiness prerequisites and defect-driven retesting cycles; these conditions constrain execution throughput and may compress the remaining acceptance testing window if interface stabilization is delayed.

DEC	JAN	FEB	IV&V ASSESSMENT AREA	IV&V SUMMARY
Y	Y	Y	Technology System, Data, & Security Cont.	

System:
The System Installation Phase is reported to be 92% complete in the February 25, 2026, schedule, compared to 98% in January reporting; this change indicates the schedule update adjusted the remaining scope/duration within the phase, which recalculated the rolled-up percent complete. In parallel, System Testing is reported to be 99% complete, with a current finish date of March 31, 2026. The System Test Results Report (Deliverable #21) is still 0% complete and scheduled for delivery and approval by March 31, 2026.

Defect Category (February 2026)

Defect Category	Start of February *(end of January)*	End of February *(as of 2/25/2026)*	Net Change
SIT – Functional	0	0	0
SIT – Performance	15	0	-15
UAT – Functional	70	63	-7
Total Open Defects	85	63	-22

As of February 25, 2026, the defect profile is still concentrated in UAT, with 63 total defects reported and 9 defects closed during the reporting period. Defect remediation and validation activities continue to progress, but overall execution is still constrained by 43 blocked UAT test cases, including 23 interface-related blockers, which limit the completion of end-to-end test scenarios.

Data:

- ***Data Extracts and Validation*:** During the reporting period ending February 25, 2026, the near-term critical path continues to include resolution of conversion issues and file retest, reported at 60% complete with a scheduled finish of March 3, 2026, showing that conversion-related validation work is still active. The same near-term plan also includes OCSS Testing (94%) and the Interface File Transfer Process (97%), reinforcing that data validation activities are still linked to external exchange readiness through March 3, 2026.

- ***Mainframe Data Exchange and CyberFusion:*** As of February 25, 2026, CyberFusion is still an active mainframe exchange path, with 6 blocked test cases related to CyberFusion jobs and new JCL developed by CSEA to support dataset transmission via CyberFusion while those jobs continue to execute on the mainframe. The report documents a successful two-way exchange: test datasets were transmitted, OCSS acknowledged receipt, and response files were returned and successfully retrieved by KEIKI from the CSEASFTP1 server. As of the reporting period ending Wednesday, February 18, 2026 (documented in the Weekly Status Report dated February 25, 2026), the project reported that interface jobs had three open defects, two were resolved with the February 26 code drop, and for the remaining defect, “the initial analysis is complete, and the defect was assigned to IBM developers on February 26.”

NOV	DEC	JAN	IV&V ASSESSMENT AREA	IV&V SUMMARY
Y	Y	Y	Technology System, Data, & Security Cont.	**Data:** • ***Data Performance and Replication:*** As of February 25, 2026, performance-related defects are still active in the test pipeline, including KROM-4869 (NSDSC03J job performance issue) in System Testing and KROM-4916 (NSDEA01J performance issue) in the defect inventory. Replication activities continue to be managed through ongoing coordination, with replication follow-up identified as an ad hoc recurring meeting in the February project meeting cadence. • ***Data Readiness and Ongoing Tasks:*** The project continues to treat KEIKI code and data conversion as a remaining work item, and the near-term critical path includes the activity to resolve conversion issues and retest files, which is reported at 60% complete with a scheduled finish of Tuesday, March 3, 2026. This shows that conversion-related corrections and retesting are still needed to support closure of end-to-end testing scenarios and readiness activities through early March. Data readiness is also tied to the completeness of batch and interface processing. The Weekly Status Report states that untested jobs are still the remaining MOU item and that the team continues to make progress resolving defects related to the untested jobs, reinforcing that job-level data processing validation is still underway. In parallel, CSEA continues to validate functional file exchange between KROM and external partners (OCSE, SSA, IRS, DLIR, and so forth), which supports readiness validation for production-like processing but is still dependent on completion of the remaining conversion and retest work through March 3, 2026. • **Security:** As of February 25, 2026, the defect inventory includes an identity-related item for AWS Cognito Authentication and Single Sign-On (SSO) Implementation (KROM-4940) listed in the Ready for UAT queue, indicating that the fix has passed prior testing and is planned for deployment to the UAT environment with the next scheduled build. In addition, project security governance continues to reflect identity domain alignment decisions, including the recorded decision that KEIKI will use State EAD as the same domain as user accounts, which directly impacts authentication and account management configuration. The February weekly status reporting does not document formal acceptance closure for SSO; therefore, security status will continue to be reported based on active UAT validation of the Cognito/SSO implementation and associated readiness governance actions. **Risk Conclusion:** Technical status is yellow (Midline/Stable). Technical progress continues, but overall readiness remains dependent on completing late-stage testing, stabilizing interfaces, and producing the required results documentation to support the Go/No-Go decision.

OPEN OBSERVATIONS - Current Month Updates

OBSERVATION #: 2025.09.001	STATUS: OPEN	TYPE: RISK	SEVERITY: Moderate

TITLE: **PROJECT MANAGEMENT SCHEDULE REPORTING**

Observation: Project Management Schedule Reporting: Currently, the project is in the User Acceptance Testing (UAT) phase. A MOU was signed on August 29, 2025, outlining the remaining System Integration Testing activities that are outstanding and expected completion dates. In addition, other issues, such as critical-severity defects, have been identified and must be resolved prior to go-live. These SIT activities and defects are not clearly visible in the project schedule.

Industry Standards and Best Practices: PMBOK® 7th Edition Section 2.4.7 CSEA's changes should follow a change control process, reprioritizing the backlog, or rebaselining the project.
Section 2.4.9 Alignment states that there should be an integrated project management plan.
Analysis: Tracking of important dates and deadlines should be centralized and reflected in the project schedule for maintenance, tracking, and visibility purposes. These dates and deadlines could be missed, or issues remain unresolved.

Recommendation(s): To mitigate these risks, the following are recommended:

CLOSED: 2025.09.001.R1- Add MOU Activities to the Project Schedule or Other Presented Project Documents

- Add PCR-9's MOU activities to the Project Schedule or any of the presented project documents. Where feasible, activities may be aggregated and reported as a percentage complete. Use clear, descriptive labels (e.g., SIT defect, MOU 2.2, etc.) to ensure easy identification and traceability.

2025.09.001.R2- Assess Critical Path Impact of MOU Activities

- The MOU specifies activities that are due by December 18th. Confirm whether any activities are on the critical path, especially since UAT ends on January 2, 2026. Update the Project Schedule, as necessary.

2025.09.001.R3-Tracking of critical severity/major priority defects

- Add critical severity/major-priority defects and related timelines to the Project Schedule or related presented project documents. Include the defect number for tracking purposes. And include any staff or team members that are assigned to the defects or activities.

CLOSED: 2025.09.001.R4- Defects Reporting for Parent-Child Rollups

- For UAT defects, enhance Jira reporting to include parent-child rollup defect counts (to show root cause across multiple test scripts). Also, add whether it is currently maintained and feasible, the estimated resolution date or time, the defect discovery date, and linkage to schedule impacts for critical-severity, highest-priority, "show-stopper" defects. Add or include this Jira report to any of the regularly presented project documents as part of the defect management process.

OBSERVATION #: 2025.09.001	STATUS: OPEN	TYPE: RISK	SEVERITY: Moderate

TITLE: **PROJECT MANAGEMENT SCHEDULE REPORTING CONT.**

Status Update: 2/27/2026

2025.09.001.R2/R3- Integrated Schedule Visibility for MOU Activities and Critical Severity/Major Priority Defects **Status**: Remains open

During the February 2026 reporting period, the project continued to communicate key schedule drivers and testing constraints through weekly reporting; however, remaining MOU obligations and critical, blocking defect resolution are still not consistently represented in the Integrated Master Schedule (IMS) with explicit linkage to critical path milestones. The Weekly Status Report dated February 25, 2026, continues to identify that untested jobs remain the remaining MOU item and that progress is being made through defect resolution and retesting cycles, but the MOU work is still primarily reflected in narrative reporting rather than in schedule-integrated, traceable activities.

As of February 25, 2026, execution throughput remains measurably constrained by 43 UAT test cases blocked, including 23 interface-related blockers, reinforcing the continued need for schedule-level traceability between unresolved obligations (including MOU-related items), blocking defects, and downstream readiness milestones.

While defect reporting includes issue keys and workflow visibility, the February reporting does not demonstrate that critical-severity/major-priority defects are consistently represented as schedule-relevant items with clearly defined resolution/validation windows linked to UAT completion, acceptance results, and Go/No-Go readiness.

- Integrate remaining MOU activities into the IMS or companion project artifacts with clear linkage to milestones and the critical path, including the activity owner and acceptance dependencies.
- Identify whether remaining MOU activities are on or off the critical path, including their impact on UAT completion and readiness decision milestones.
- Represent critical and blocking defects as schedule-relevant items, including defect ID/reference, associated activity/deliverable, responsible owner/team, and expected resolution or validation window, with traceability to readiness decisions and downstream milestones.
- Where full task-level decomposition is not feasible, aggregated schedule activities or companion reporting artifacts may be used, provided the impacts to milestones and critical path are explicitly documented and routinely maintained.

Although weekly reporting continues to describe the remaining MOU item and defect constraints, the IMS does not yet provide full, consistently traceable linkage between unresolved MOU obligations, critical defect resolution, and critical-path impacts; therefore, R2 and R3 remain open.

OBSERVATION #: 2025.08.001	STATUS: OPEN	TYPE: RISK	SEVERITY: Moderate

TITLE: **IMPLEMENTATION PHASE GATING**

Observation: Implementation Phase Gating: System Installation Testing (SIT) should be completed with no open defects prior to entering UAT. PCR-9 allows for the project to enter the Implementation Phase prior to completing SIT activities, including unresolved defects and untested batch jobs.

Industry Standards and Best Practices: SWEBOK v3.0, Chapter 5, recommends that System testing be performed before acceptance testing to ensure the system meets its specified requirements.
ISO/IEC 27001 Annex A.14.2.9 CSEAs that System acceptance testing procedures must be completed and reviewed to ensure all functional and security requirements are met before user acceptance tests are conducted.

Analysis: Initiating UAT while system testing is still underway introduces risk. Although ProTech has assured CSEA that there will be no conflicts with UAT, higher-priority or more severe defects may be uncovered during UAT and interfere with completing the SIT defects on schedule. This dual focus strains resources, as teams are forced to juggle defect resolution and UAT execution simultaneously, leading to inefficient use of personnel and delays.

Recommendation(s): To mitigate these risks, the following are recommended:

2025.08.001.R1-Define Plans and Set Up Checkpoints to Monitor Progress
- As deadlines have been assigned, ensure that there are defined plans and set up checkpoints to ensure the assignees have a road map and progress can be monitored.

CLOSED: 2025.08.001 R2- Track Defects and Prioritize
- Track defects rigorously, prioritizing resolution to stabilize the system as quickly as possible

CLOSED: 2025.08.001 R3- Prepare to Deploy Staffing Upon SIT Completion
- Adjust the UAT schedule and staffing to ensure resources are deployed effectively once the system is ready.

2025.08.001.R4-Prepare UAT Documentation and SIT Contingency Plan(s)
- Prepare test teams with updated documentation, defect status reports, and contingency plans to resume UAT efficiently once the system testing is complete.

OBSERVATION #: 2025.08.001	STATUS: OPEN	TYPE: RISK	SEVERITY: Moderate

TITLE: **IMPLEMENTATION PHASE GATING CONT.**

Status Update: 2/27/2026

2025.08.001.R1- Define Plans and Set Up Checkpoints to Monitor Progress **Status**: Remains open

During the February 2026 reporting period, checkpoint visibility improved through expanded weekly reporting artifacts, including a defined near-term critical path view and milestone tracking that identifies start/finish windows and baseline finishes for key milestones.

The Weekly Status Report dated February 25, 2026, also includes structured tracking of work due next period and work-in-progress categories, supporting more consistent checkpoint monitoring across the final testing window. However, the reporting continues to reflect that late-stage gating conditions are still managed across multiple threads of work (UAT blockers, MOU items, and interface-related dependencies) rather than through a single integrated execution checkpoint structure tied directly to readiness sequencing. For example, the report identifies forty-three blocked UAT test cases (including twenty-three interface-related) and continues to track remaining MOU obligations (e.g., untested jobs) through narrative updates. As a result, while checkpoint reporting improved, the recommendation remains open until gating criteria and checkpoint ownership are consolidated and traceable to the IMS and readiness milestones.

Close criteria (not yet met): a single authoritative checkpoint plan (or IMS-linked view) that explicitly ties SIT close-out, remaining MOU obligations, and interface readiness to acceptance testing completion and Go/No-Go readiness sequencing.

2025.08.001.R4- Prepare UAT Documentation and SIT Contingency Plan(s) **Status**: Remains open

Operational documentation work continued, including an in-progress rewrite of the Disaster Recovery Plan, as well as ongoing development of the Operations Guide and System Administration Guide. These efforts support operational readiness; however, they do not constitute a documented contingency approach for managing continued UAT execution in parallel with late-stage stabilization constraints. The Weekly Status Report dated February 25, 2026, continues to demonstrate the need for formal contingency planning due to ongoing execution constraints, including forty-three blocked UAT test cases, continued interface dependency management, and defect-driven retesting cycles. The report does not document a consolidated UAT/SIT contingency plan that defines alternate execution sequencing, decision thresholds, or readiness gating actions if interface stabilization and defect resolution extend further into the acceptance testing window; therefore, this recommendation remains open.

Close criteria (not yet met): a documented contingency plan (or formally governed equivalent artifact) that defines how UAT execution proceeds under late-stage constraints (blocked scenarios, interface delays, retesting cycles), including roles/owners, triggers, and sequencing impacts.

OBSERVATION #: 2024.03.001	STATUS: OPEN	TYPE: RISK	SEVERITY: Moderate

TITLE: **INTERFACE PLANNING AND FLEXIBILITY CONT.**

Observation: The timing of other CSEA of Hawaii modernization projects impacts the ability to properly design KEIKI system interfaces and will necessitate the need for interface modifications after its deployment, which can lead to additional costs, delays, and disruption to the system.

Industry Standards and Best Practices: N/A

Analysis: CSEA's KEIKI system currently relies on a legacy cyberfusion system running on CSEA's mainframe for system file and data exchanges with multiple CSEA of Hawaii agencies. The timing of multiple agencies moving off the mainframe at different times will result in the need to modify KEIKI system interfaces after the system has been deployed. Until other CSEA modernization projects are completed, the KEIKI project cannot perform server-based data exchanges and will need to continue to interface via the mainframe.

In addition, as the KEIKI project involves integrating a modernized child support system with existing legacy systems, there may be other technological and architectural gaps that arise. These gaps can include differences in technology stacks, such as programming languages, database systems, and operating environments, as well as the absence of modern application programming interfaces (APIs) in the legacy systems. Based on the timing of concurrent CSEA of Hawaii modernization projects and upgrades, the end-to-end testing of the KEIKI system may require additional tasks, the allocation of additional resources, and coordination efforts.

Recommendation(s): To mitigate these risks, the following are recommended:

CLOSED: 2024.07.001.R1 – It was recommended that CSEA meet with the new Chief Data Officer and also meet with the EFS team to identify any potential impacts to CSEA and align with IT policies.

CLOSED: 2024.03.001.R1 – CSEA should coordinate regular meetings with impacted CSEA of Hawaii agencies.

- Roles, responsibilities, expectations and interface requirements should be clearly defined to ensure information and project status is proactively communicated for the various modernization efforts.

OBSERVATION #: 2024.03.001	STATUS: OPEN	TYPE: RISK	SEVERITY: Low

TITLE: **INTERFACE PLANNING AND FLEXIBILITY**

Recommendation(s) cont.:

2024.03.001.R2 – The projects should properly plan for interfaces so that they are flexible enough to accommodate future changes and are compatible with other agencies.

- Clearly identify all the interfaces that the system will interact with and how they will communicate.
- Develop interfaces and data structures that are flexible enough to accommodate changes to the interfaces.
- Detailed testing will be required as the various departments upgrade their systems to ensure compatibility.

Status Update: 2/27/2026

2024.03.001.R2- Interface execution and validation activities - Interfaces in scope for current execution have been identified and implemented. However, future CSEA flexibility will remain dependent on external modernization timelines beyond the project's direct control. The recommendation will remain applicable as a long-term risk mitigation measure rather than a near-term execution blocker.

January execution demonstrated that interface planning and execution are sufficient to support current testing and readiness activities, and governance mechanisms are in place to manage coordination with impacted agencies. However, because the risk is tied to future changes in external systems, it has not been fully eliminated. This risk will remain under IV&V monitoring at a low severity level.

Appendix A: IV&V Criticality and Severity Ratings

IV&V CRITICALITY AND SEVERITY RATINGS

Criticality and severity ratings provide insight on where significant deficiencies are observed, and immediate remediation or risk mitigation is required. Criticality ratings are assigned to the overall project as well as each IV&V Assessment Area. Severity ratings are assigned to each risk or issue identified.

Criticality Rating

The criticality ratings are assessed based on consideration of the severity ratings of each related risk and issue within the respective IV&V Assessment Area, the overall impact of the related observations to the success of the project, and the urgency of and length of time to implement remediation or risk mitigation strategies. Arrows indicate trends in the project assessment from the prior report and take into consideration areas of increasing risk and approaching timeline. Up arrows indicate adequate improvements or progress made. Down arrows indicate a decline, inadequate progress, or incomplete resolution of previously identified observations. No arrow indicates there was neither improving nor declining progress from the prior report.

TERMS

RISK
An event that has not happened yet.

ISSUE
An event that is already occurring or has already happened.

A **RED**, high criticality rating is assigned when significant severe deficiencies were observed, and immediate remediation or risk mitigation is required.

A **YELLOW**, medium criticality rating is assigned when deficiencies were observed that merit attention. Remediation or risk mitigation should be performed in a timely manner.

A **GREEN**, low criticality rating is assigned when the activity is on track and minimal deficiencies were observed. Some oversight may be needed to ensure the risk stays low and the activity remains on track.

A **GRAY** rating is assigned when the category being assessed has incomplete information available for a conclusive observation and recommendation or is not applicable at the time of the IV&V review.

Severity Rating

Once risks are identified and characterized, Accuity will examine project conditions to determine the probability of the risk being identified and the impact to the project, if the risk is realized. We know that a risk is in the future, so we must provide the probability and impact to determine if the risk has a Risk Severity, such as Severity 1 (High), Severity 2 (Moderate), or Severity 3 (Low).

While a risk is an event that has not happened yet, an issue is something that is already occurring or has already happened. Accuity will examine project conditions and business impact to determine if the issue has an Issue Severity, such as Severity 1 (High/Critical Impact/System Down), Severity 2 (Moderate/ Significant Impact), or Severity 3 (Low/Normal/Minor Impact/ Informational).

Observations that are positive, preliminary concerns, or opportunities are not assigned a severity rating.

SEVERITY 1: High/Critical level

SEVERITY 2: Moderate level

SEVERITY 3: Low level

TERMS

POSITIVE
Celebrates high performance or project successes.

PRELIMINARY CONCERN
Potential risk requiring further analysis.

Appendix B: Industry Standards and Best Practices

STANDARD	DESCRIPTION
ADA	Americans with Disabilities Act
ADKAR®	Prosci ADKAR: Awareness, Desire, Knowledge, Ability, and Reinforcement
BABOK® v3	Business Analyst Body of Knowledge
CMMI-DEV v2.0	CCMI ® - Integrated performance solution framework
DAMA-DMBOK® v2	DAMA International's Guide to the Data Management Body of Knowledge
PMBOK® v7	Project Management Institute (PMI) Project Management Body of Knowledge
SPM	PMI The Standard for Project Management
PROSCI ADKAR®	Leading organization providing research, methodology, and tools on change management practices
SWEBOK v3	Guide to the Software Engineering Body of Knowledge
IEEE 828-2012	Institute of Electrical and Electronics Engineers (IEEE) Standard for Configuration Management in Systems and Software Engineering
IEEE 929-2012	Institute of Electrical and Electronics Engineers (IEEE) Standard for Software and System Test Documentation
IEEE 1062-2015	IEEE Recommended Practice for Software Acquisition
IEEE 1012-2016	IEEE Standard for System, Software, and Hardware Verification and Validation
IEEE 730-2014	IEEE Standard for Software Quality Assurance Processes
ISO 9001:2015	International Organization for Standardization (ISO) Quality Management Systems – Requirements
ISO/IEC 25010:2011	ISO/International Electrotechnical Commission (IEC) Systems and Software Engineering – Systems and Software Quality Requirements and Evaluation (SQuaRE) – System and Software Quality Models
ISO/IEC 16085:2021	ISO/IEC Systems and Software Engineering – Life Cycle Processes – Risk Management
IEEE 16326-2019	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Processes – Project Management
IEEE 29148-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Processes – Requirements Engineering

STANDARD	DESCRIPTION
IEEE 15288-2023	ISO/IEC/IEEE International Standard – Systems and Software Engineering – System Life Cycle Processes
IEEE 12207-2017	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Software Life Cycle Processes
IEEE 24748-1-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Management – Part 1: Guidelines for Life Cycle Management
IEEE 24748-2-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Life Cycle Management – Part 2: Guidelines for the Application of ISO/IEC/IEEE 15288 (System Life Cycle Processes)
IEEE 24748-3-2020	IEEE Guide: Adoption of ISO/IEC TR 24748-3:2011, Systems and Software Engineering – Life Cycle Management – Part 3: Guide to the Application of ISO/IEC 12207 (Software Life Cycle Processes)
IEEE 14764-2021	ISO/IEC/IEEE International Standard for Software Engineering – Software Life Cycle Processes – Maintenance
IEEE 15289-2019	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Content of Life Cycle Information Items (Documentation)
IEEE 24765-2017	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Vocabulary
IEEE 26511-2018	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Requirements for Managers of Information for Users of Systems, Software, and Services
IEEE 23026-2015	ISO/IEC/IEEE International Standard – Systems and Software Engineering – Engineering and Management of Websites for Systems, Software, and Services Information
IEEE 29119-1-2021	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 1: Concepts and Definitions
IEEE 29119-2-2021	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 2: Test Processes
IEEE 29119-3-2021	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 3: Test Documentation
IEEE 29119-4-2021	ISO/IEC/IEEE International Standard – Software and Systems Engineering – Software Testing – Part 4: Test Techniques
IEEE 1484.13.1-2012	IEEE Standard for Learning Technology – Conceptual Model for Resource Aggregation for Learning, Education, and Training
ISO/IEC TR 20000-11:2021	ISO/IEC Information Technology – Service Management – Part 11: Guidance on the Relationship Between ISO/IEC 20000-1:2011 and Service Management Frameworks: ITIL®
ISO/IEC 27002:2022	Information Technology – Security Techniques – Code of Practice for Information Security Controls
ITIL v4	PeopleCert- ITIL ® Foundation – IT governance and service management

STANDARD	DESCRIPTION
FIPS 199	Federal Information Processing Standard (FIPS) Publication 199, Standards for Security Categorization of Federal Information and Information Systems
FIPS 200	FIPS Publication 200, Minimum Security Requirements for Federal Information and Information Systems
NIST 800-53 Rev 5	National Institute of Standards and Technology (NIST) Security and Privacy Controls for Federal Information Systems and Organizations
NIST Cybersecurity Framework v1.1	NIST Framework for Improving Critical Infrastructure Cybersecurity
LSS	Lean Six Sigma

Appendix C: Comment Log on Draft Report

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